



# Downtown London in Motion!



2027 - 2031  
LDBA STRATEGIC PLAN

The London Downtown Business Association (LDBA) is guided by a Strategic Plan that builds on the strengths, experience, and stewardship that have shaped the organization and downtown London over many decades. The 2027 – 2031 Strategic Plan carries forward the strong foundation of the previous plan, while refining to reflect how the work of LDBA has evolved, setting clear direction for LDBA's work over the next five years.



Creating this plan was a collaborative effort involving the LDBA Board and staff, business and property owners, community organizations, institutional partners, City staff, and civic leaders. Together, they identified where LDBA can have the greatest impact in supporting a successful downtown and advocating on behalf of its members.



This plan recognized the strong foundation that the City of London's 2026 Downtown Plan and 2026 Economic Development Strategy have established. As new investment, residential growth, evolving office space demand, and changing business needs continue to reshape downtown, LDBA has an important role in responding to these changes and working with its partners to move shared priorities forward.

Stakeholder input helped shape a focused plan that provides a clear framework for advocacy, decision-making, partnerships, and investment. It will guide LDBA in delivering meaningful results for its members, strengthening the business environment, enhancing the public realm, and supporting a vibrant, resilient, and prosperous downtown.

## ABOUT DOWNTOWN LONDON

The LDBA is the voice of downtown businesses and the organization responsible for advocating on behalf of its members. It is governed by a volunteer Board of Directors made up of business and property owners elected by the membership. Together with staff, the Board provides strategic leadership, oversees the organization's governance, and guides programs, services, and advocacy that support a strong and successful downtown.



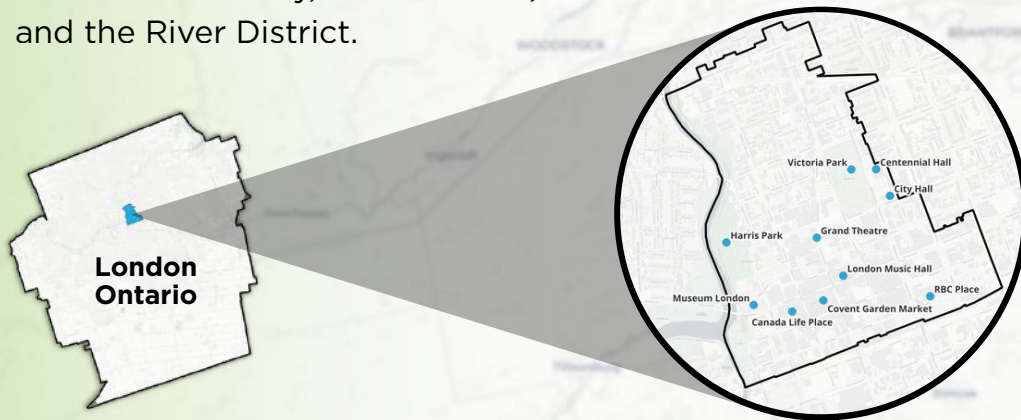
As a Business Improvement Area established under Ontario's Municipal Act, LDBA has a legislated mandate to promote the downtown as a business and shopping area and to support the improvement, beautification, and maintenance of municipally owned spaces within its boundaries. This mandate provides the foundation for much of LDBA's work on behalf of its members.

LDBA works in partnership with the City of London and a wide range of organizations, including business and property owners, community groups, post-secondary institutions, tourism and economic development partners, developers, major employers, and other stakeholders. By bringing people together around shared priorities, LDBA helps coordinate initiatives, strengthen partnerships, and advance the long-term success of downtown London.



## WHY DOWNTOWN MATTERS

Downtown London is the economic, civic, cultural, and creative heart of the city. It is a major centre for employment, business, government, culture, entertainment, education, and services, supporting thousands of jobs, attracting investment, and welcoming millions of visits each year. It is also home to many of London's most significant destinations, including Canada Life Place, RBC Place London, Covent Garden Market, Museum London, the Grand Theatre, London Music Hall, the Central Library, Victoria Park, and the River District.



# A CHANGING DOWNTOWN

Downtown enters the 2027 - 2031 Strategic Plan at a time of significant change. New residential and mixed-use development, changing patterns of work, evolving business and consumer needs, and continued public and private investment are reshaping how downtown functions and who it serves. Shifts in the office market present ongoing challenges, while residential development and major city-building initiatives create new opportunities for downtown businesses and investment.

As downtown evolves, the quality of the everyday environment remains fundamental to its success. Clean and well-maintained streets, a safe and welcoming experience, active public spaces, strong visitation, and coordinated responses to downtown challenges all contribute to the conditions businesses need to succeed and encourage people to spend time downtown.

# DOWNTOWN INVESTMENT



The City of London's 2026 Downtown Plan and its Economic Development Strategy establish an important foundation for the next phase of downtown investment and revitalization.



The success of the City's Downtown Plan, its Economic Development Strategy, and LDBA's Strategic Plan depends on the investments and objectives identified in them being delivered.

LDBA's Strategic Plan positions the organization to capitalize on every City dollar invested into downtown. We will work with our partners to maximize the impact of these investments and advocate for the resources and actions needed to deliver meaningful results.

# LDBA'S ROLE IS DISTINCT AND COMPLEMENTARY

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LDBA represents its members, supports conditions for business success, champions investments, and enhances downtown experiences. LDBA works with municipal, business, institutional, and community partners to coordinate action that can improve outcomes.

These conditions have shaped the direction of the 2027 – 2031 Strategic Plan. The plan prioritizes a clean, safe, and well-cared-for downtown environment; a strong and growing business base; a vibrant everyday experience; and coordinated partnerships and stewardship. Together, these priorities reflect both the changing needs of downtown and the areas where LDBA can have the greatest impact.

Over the life of the plan, LDBA will identify meaningful indicators and appropriate data sources aligned with these priorities, establish measures where possible, and monitor progress over time. Regular reporting will help demonstrate change, identify emerging trends, and inform how LDBA responds and advocates as downtown continues to evolve.



# DOWNTOWN BY THE NUMBERS



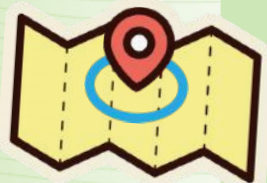
**11,700**

downtown  
residents<sup>1</sup>



**48%**

population growth in  
downtown residents  
since 2021<sup>1</sup>



**51,800**

residents within a  
15-minute walk<sup>1</sup>



**43+**

million visits  
annually<sup>1</sup>



**1,400+**  
businesses<sup>2</sup>



**800+**  
events annually<sup>2</sup>



**43,700**  
jobs downtown<sup>1</sup>



**\$2.07**  
billion worth  
of properties  
in downtown<sup>3</sup>

<sup>1</sup> Envirionics Analytics, 2025

<sup>2</sup> London Downtown Business Association, 2026

<sup>3</sup> City of London, 2025

# VISION

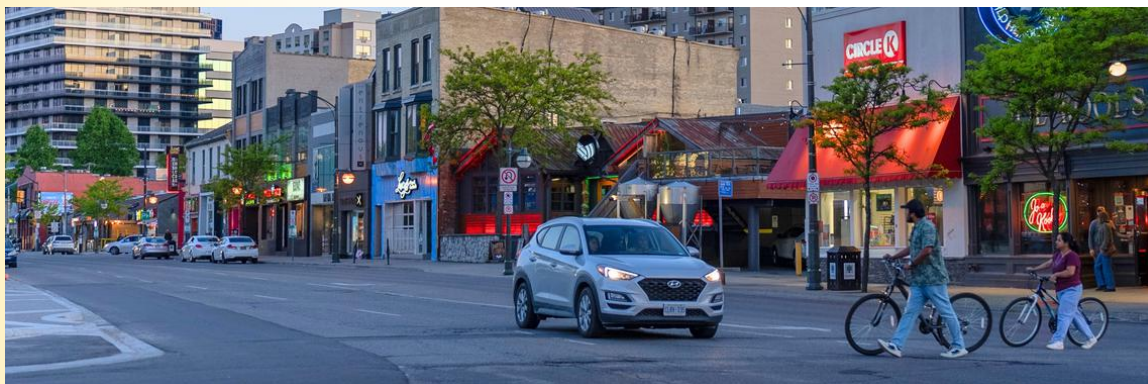


Downtown London is a thriving business district where businesses succeed, vibrant streets are well cared for, and all people feel welcomed every day.

# MISSION



Downtown London supports member success, vibrant streets, and a safe, welcoming downtown through public realm care, promotion, advocacy, and partnerships.



# VALUES



**Member Success:** An environment that helps downtown businesses start, grow, and thrive.

**Accountable Leadership:** Stewardship of the downtown through informed decision-making, governance, and advocacy in the best interests of members.

**Well Cared For Downtown Spaces:** A clean, attractive, and well-maintained downtown that reflects pride of place.

**Partnership and Coordination:** Working effectively with municipal, business, and community partners.

**Inclusive & Welcoming Downtown:** A downtown where people experience respect and belonging, and participate in everyday life.

# GOALS



## 1. WELCOMING

A Clean, Safe, and Well-Cared-For Downtown Environment



## 2. THRIVING

A Strong and Growing Downtown Business Base



## 3. COMPELLING

A Positive Everyday Experience



## 4. COLLABORATIVE

Partnerships and Stewardship



## 1. WELCOMING

A Clean, Safe, and Well-Cared-For Downtown Environment

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**1.1 Cleanliness and Maintenance:** Maintain a clean, attractive downtown environment through coordinated litter and waste collection, graffiti removal, and public space maintenance.

**1.2 Public Realm Stewardship:** Support the ongoing improvement and stewardship of streetscapes, public spaces, and downtown infrastructure through collaboration with municipal and community partners.

**1.3 Pride of Place:** Enhance the appearance and identity of downtown through beautification, public art, placemaking, and environmental improvements.

**1.4 Coordinated Community Wellbeing:** Work with municipal, police, and community partners to support initiatives that improve safety, reduce disorder, and foster a secure downtown environment.



## 2. THRIVING

### A Strong and Growing Downtown Business Base

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**2.1 Business Growth & Stability:** Support the growth, retention, and diversification of downtown businesses and services to strengthen economic performance and resilience.

**2.2 Business Ecosystem:** Work with economic development and community partners to attract investment and foster a complementary mix of businesses that supports a resilient downtown economy.

**2.3 Market Visibility & Business Intelligence:** Strengthen downtown business performance through coordinated marketing, promotion, research, and data-driven insights that support informed business and investment decisions.

**2.4 Customer Base Growth:** Support initiatives and partnerships that increase the number of people who live, work, learn, and visit downtown to strengthen economic activity and support business success.



### 3. COMPELLING

#### A Positive Everyday Experience



**3.1 Downtown Activation:** Deliver events and promotions coordinated with members and partners to increase visitation, support local businesses, and animate downtown throughout the year.

**3.2 Everyday Experience:** Advance convenient, affordable parking while supporting everyday amenities, placemaking, and small-scale enhancements to encourage people to visit, return, and spend more time downtown.

**3.3 Public Space Utilization:** Encourage flexible and active use of public and private spaces through partnerships and creative activation initiatives.



## 4. COLLABORATIVE

### Partnerships and Stewardship

**4.1 Partnership Coordination:** Strengthen coordination among municipal, institutional, community, and business partners by identifying opportunities where different mandates align to achieve shared outcomes.

**4.2 Professional best practices:** Engage with BIA networks, downtown organizations, and industry leaders to share best practices, build organizational capacity, and strengthen downtown management.

**4.3 Evidence-Based Decision Making:** Use research, data, performance insights, and member feedback to guide organizational priorities, evaluate outcomes, and support evidence-based advocacy.

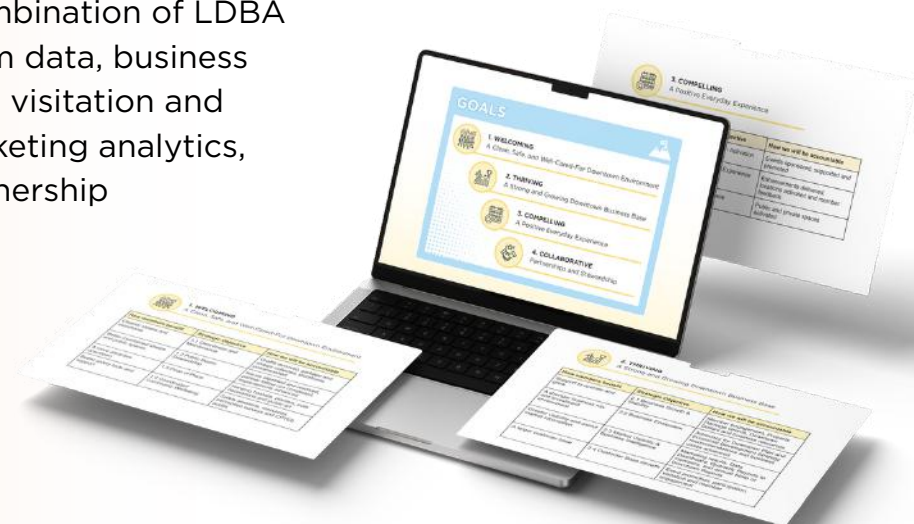




The LDBA will monitor implementation of the 2027 - 2031 Strategic Plan through a measurement framework aligned with its 14 strategic objectives. Each objective has at least one identified measure to establish a baseline, track progress, and help the Board and staff understand both organizational performance and changing downtown conditions.

At the beginning of the plan's implementation, LDBA will establish a baseline for each measure using the most recent reliable data available.

Measures draw on a combination of LDBA operational and program data, business and market information, visitation and demographic data, marketing analytics, member feedback, partnership and advocacy activity, and relevant municipal and third-party datasets.



LDBA staff will track the measures associated with each strategic objective and review results regularly to identify trends, assess progress, and inform annual priorities, programs, advocacy, partnerships, and resource allocation. Measures vary in their quality and availability. Some are supported by established quantitative datasets, while others rely on operational records, perceptions, or qualitative evidence. These limitations will be recognized when interpreting results, and measurement methods will be strengthened as better information becomes available.

Progress will be reviewed by LDBA staff and the Board annually, with key results incorporated into organizational reporting. Reporting will consider both what LDBA delivered and, where reliable data are available, how downtown conditions are changing.

The measurement framework will remain adaptable throughout the life of the plan. Measures, baselines, and data sources may be refined as new information becomes available while maintaining alignment with the Strategic Plan's goals and objectives. Through this approach, the LDBA Board and staff commit to measuring progress, using results to inform decisions, and reporting on implementation of the 2027 - 2031 Strategic Plan.

**Downtownlondon.ca**  
**Info@DowntownLondon.ca**  
**519-663-2002**

